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## Crummer Graduate School

Rollins College

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1996-99

# CRUMMER

GRADUATE SCHOOL OF BUSINESS • ROLLINS COLLEGE



PROFESSIONAL MBA PROGRAM







## DEAN'S MESSAGE



The Crummer Graduate School of Business at Rollins College is founded upon a strong tradition of educational excellence. The Crummer School was one of the first institutions in Florida to offer the MBA degree, and it has served the educational needs of many working professionals. The theme of excellence at the Crummer School is evident in the quality of faculty, students, curriculum, and facilities. Its distinguished features have established it as a leader in graduate business education.

One of the most important facets of any graduate business program is the quality of the faculty. The Crummer School professors are recognized nationally for teaching excellence. The program is applications-oriented and is taught by the case method of instruction. The faculty create an exciting and stimulating interchange in class, which fosters a superior climate for learning.

The facilities at the Crummer School are designed to augment the learning process. The classrooms, student computer center, Crummer library collection, and study rooms are available to support graduate business study. The Crummer School curriculum is carefully structured so that one course builds upon material covered in previous courses. This avoids duplication of material and coordinates the learning process in order to maximize the student's skill development.

The Professional MBA Program is structured so that busy managers can remain employed while pursuing their master's degree in business administration. Recently ranked in the "Top 25" of the nation's part-time MBA programs by *U.S. News & World Report*, the PMBA Program is composed of motivated and talented individuals. Some class members work for large corporations, others are employed by small businesses, and some are entrepreneurs.

Participants report that they are able to apply immediately the material that is presented in the program to better meet their position responsibilities. Many students also feel that one of the most valuable aspects of the program is the interaction with their classmates that results as they progress through the program. This class support system has resulted in a graduation rate of approximately 85%, a figure far surpassing retention rates at more traditionally structured evening degree programs.

At the Crummer School, you will obtain both a highly respected business credential and an education that will provide a firm foundation upon which you can build a successful career. We value the intensity and excitement that PMBA students bring to our institution. We understand that working students attend an MBA program in order to enhance their career potential, and we are committed to providing the highest level of academic experiences to prepare them to become the business leaders of the future.



*Edward A. Moses*

Edward A. Moses, Ph. D.  
Dean



## PROGRAM OVERVIEW



The Professional MBA (PMBA) Program at the Crummer School is a rigorous 32-month program that can be completed by attending classes two evenings a week.

Each PMBA class moves through the core portion of the program as a unit, sharing the same educational experiences. Individual participation in classroom discussions is emphasized, as well as small group study teams. These groups of diverse professionals are encouraged to meet outside of regular classes and act as the support system that helps members to succeed in accomplishing the necessary assignments.

A student may enter the Professional Program in either the fall or spring term. The first two academic years begin with a three-day intensive session. These sessions cover the topics of case analysis, computer skills, and legal and ethical business issues. The first intensive course is extremely important in formulating the team-building skills that will be needed as the study groups begin their first year. After the first intensive course, there are three 13-week terms (fall/spring/summer). The class takes two courses each term, allowing completion of six courses each year.

The program of study consists of two intensive courses, nine core courses, one integrating course, and six electives.



## PROGRAM OF STUDY

The Professional MBA program of study consists of 50 credit hours, which should be completed in 32 months. Once enrolled, students must take all required courses as a class when scheduled by the school. Specific elective courses are scheduled by the school for each class, but students may substitute other available elective courses after completing the required core courses. Seats for the pre-assigned electives are guaranteed, but students selecting other electives must participate in an open registration where they will be admitted on a space available basis. The following courses are required to complete the degree:

### Required Core Courses

ACC 501 Financial Accounting  
 ACC 502 Managerial Accounting  
 ECO 503 Economics for Managers  
 FIN 502 Financial Management  
 INT 501 Business in the Global Environment  
 MGT 501 Organizational Behavior  
 MKT 501 Marketing Management  
 QBA 501 Quantitative Business Analysis  
 POM 503 Operations Management

### Required Integrating Course

MGT 612 Management Policy

### Choice of Electives

The Master of Business Administration degree is a general management degree that provides managers with the knowledge and

skills needed to manage the complex and varied problems facing an organization. It is not intended to produce either technicians or specialists. Students are required to take six three-credit elective courses, with a maximum of three courses in any one academic area.

### Required Sequence

Students may enter the Professional MBA Program in either the fall or spring term.

Term	Course	Credits
Intensive I	MBA 501 Management Analysis	1
Term I	ACC 501 Financial Accounting	3
	INT 501 Business in the Global Environment	3
Term II	ACC 502 Managerial Accounting	3
	ECO 503 Economics for Managers	3
Term III	MKT 501 Marketing Management	3
	QBA 501 Quantitative Business Analysis	3
Intensive II	MBA 503 Legal, Ethical & Social Issues of Business	1
Term IV	FIN 502 Financial Management	3
	POM 503 Operations Management	3
Term V	MGT 501 Organizational Behavior	3
	Elective Course	3
Term VI	Elective Course	3
	Elective Course	3
Term VII	Elective Course	3
	Elective Course	3
Term VIII	MGT 612 Management Policy	3
	Elective Course	3





## PROFESSIONAL MBA SCHEDULE



During the 1996-1997 academic year, two Professional MBA classes will begin their term of study: one beginning in September of 1996 and one beginning in January of 1997. The class that starts in the fall of 1996 will have its courses on Monday and

Wednesday evenings from 6:30 to 9:30 p.m. The class that begins during the spring of 1997 will have its courses on Tuesday and Thursday evenings from 6:30 to 9:30 p.m. Intensive courses will meet from 8:00 a.m. to 5:00 p.m. on their assigned days. The intensive courses are scheduled to meet over an extended weekend. Special arrangements will be made for students who have religious obligations.

## INTENSIVE SCHEDULE

### CLASS BEGINNING FALL 1996

Intensive I	September 13-15, 1996
Intensive II	September 12-14, 1997

### CLASS BEGINNING SPRING 1997

Intensive I	January 4-6, 1997
Intensive II	January 9-11, 1998

### TERM SCHEDULE

#### Fall 1996

September 18	Fall Term Begins
November 27-28	Thanksgiving Holiday
December 16-19	Last Week of Term

#### Spring 1997

January 13	Spring Term Begins
January 20	Martin Luther King Holiday
April 8-10, & 14	Last Week of Term

#### Summer 1997

April 28	Summer Term Begins
May 26-27	Memorial Day Holiday
July 23-24 & 28-29	Last Week of Term

#### Fall 1997

September 17	Fall Term Begins
November 26-27	Thanksgiving Holiday
December 15-18	Last Week of Term

#### Spring 1998

January 12	Spring Term Begins
January 19	Martin Luther King Holiday
April 7-9 & 13	Last Week of Term

#### Summer 1998

April 27	Summer Term Begins
May 25-26	Memorial Day Holiday
July 22-23 & 27-28	Last Week of Term

#### Fall 1998

September 16	Fall Term Begins
November 25-26	Thanksgiving Holiday
December 14-17	Last Week of Term

#### Spring 1999\*

January 11	Spring Term Begins
January 18	Martin Luther King Holiday
April 6-8 & 12	Last Week of Term

#### Summer 1999\*\*

April 24	Summer Term Begins
May 31 & June 1	Memorial Day Holiday
July 21-22 & 26-27	Last Week of Term

\*Final term for class that began in fall 1996.

\*\*Final term for class that began in spring 1997.



## ADMISSION



Admission to the Professional MBA Program is selective and based upon an evaluation of all application materials submitted by the candidate. Previous aca-

ademic records, score on the Graduate Management Admission Test (GMAT), prior work experience, and evidence of maturity and motivation are among the factors that are evaluated during the admission process.

All applicants are required to submit an official score on the Graduate Management Admission Test to be sent directly to the school from the Educational Testing Service. Applicants should also arrange to have all official transcripts of academic records sent directly from each undergraduate, graduate, and professional school attended. The Crummer School also requires two letters of recommendation from either past professors who are familiar with the applicant's academic performance or professional persons who can

highlight the applicant's potential for graduate work. A \$40 application fee must be submitted with the application.

Individuals may seek admission to the Crummer School's Professional MBA Program in either the fall or spring term. Applicants should have their documents sent to the school by June 1 for fall entrance or December 1 for spring entrance. Late applications are considered on a space available basis. Class sizes are limited, so applicants are encouraged to apply early.

## TUITION

The Professional MBA Program is priced as a complete package and tuition is guaranteed not to increase for students who remain in their entrance class. The tuition for the fall 1996 and spring 1997 classes is \$28,800. The tuition covers the cost of all course offerings, meals during the intensive programs, and a notebook computer with Windows-based software.

Once a student is accepted to the Professional MBA Program, a \$1,300 first payment is due immediately to reserve a place in the class. A \$2,700 second payment is required of all students and must be paid by August 1 for the fall 1996 class and December 1 for the spring 1997 class. The remaining balance of \$24,800 is divided into eight equal payments of \$3,100 and must be paid by the first day of each term.

Participants in the Professional MBA Program are selected carefully and the admissions committee bases its decisions on the ability of the applicant to complete the program. A student who must withdraw should notify the program director in writing immediately. Tuition refunds, if any, to those who withdraw are determined as follows:

The \$1,300 first payment is not refundable.

The \$2,700 second payment is not refundable once the student has attended the first intensive course.

Refunds for the term payments are as follows:  
Prior to first class meeting of term:

last day for 100% refund

Prior to second class meeting of term:

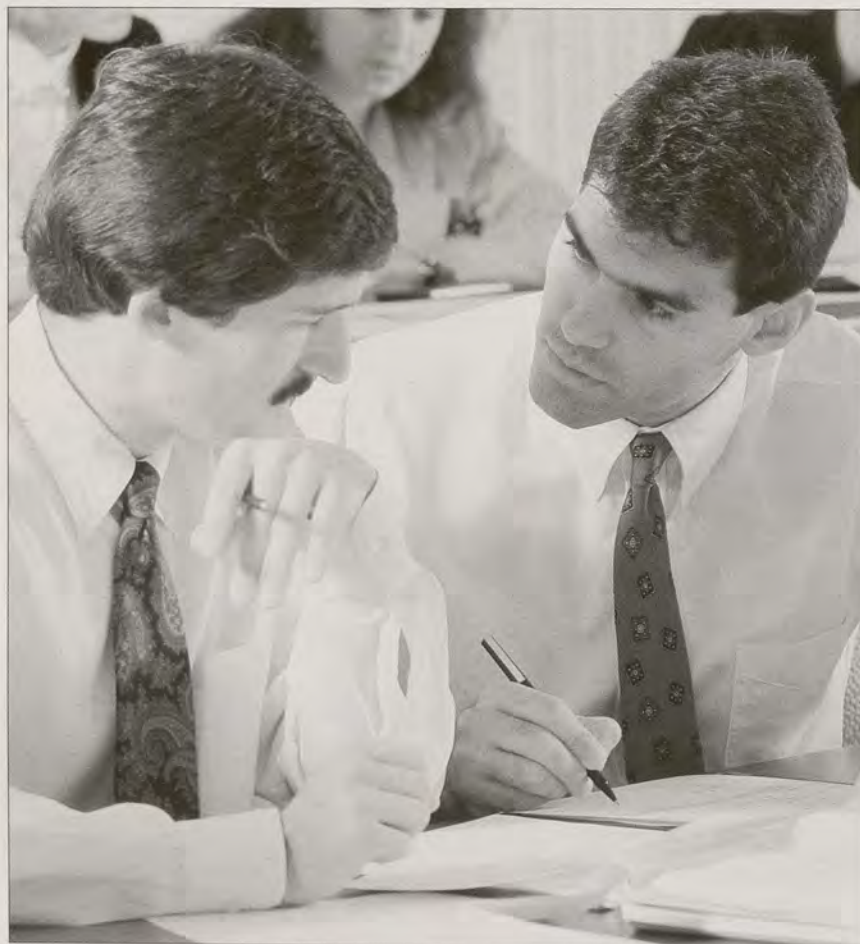
last day for 75% refund

Prior to third class meeting of term:

last day for 50% refund

## FINANCIAL AID

Student loans are available to students who have financial need. Students applying for need-based aid must submit a need analysis application and a loan application to the Office of Financial Planning, Rollins College, 1000 Holt Ave. - 2721, Winter Park, Florida 32789-4499. For more information, applicants may call 646-2395. The application must be received by July 1 for aid starting in the fall term and by December 1 for aid starting in the spring term.





# ACADEMIC POLICIES

## Continuous Matriculation

The PMBA Program is structured so that the class of students progresses through the program as a group. A student who must drop out of the program for any reason will be allowed to re-enter the program with a class of students who have completed the same course work. The agreed tuition cost is maintained only as long as a student remains with the same entrance class. Students joining a new class after an absence pay the amount being paid by the new class. Students must enroll in two courses each term. Only when students have completed all required courses may they vary their schedule from that of their assigned class. When selecting elective courses, PMBA students may choose any elective course offered in either the day or evening program.

## Graduation Requirements

It is the responsibility of each student to make certain that all course requirements for graduation listed on the Program of Study have been met. If there is any doubt, an advisor should be consulted prior to registration for the last term preceding expected graduation.

## Petition to Graduate

Students must submit to the Dean's Office a petition to graduate and the graduation fee at the start of their final term of study.

## Petition Procedure

Students may petition the Committee on Academic Standards to request an exception to an academic regulation by obtaining an official form in the Admissions Office.

## Scholastic Requirements

Degree candidates are required to complete all course requirements with a minimum grade point average of 2.85. Any student whose average drops below 2.85 will be placed on probation. If the average drops below 2.5, the student is automatically dismissed.

## Dean's List

Students who complete at least six credits in a given term and who achieve at least a 3.6 grade point average are placed on the Dean's list for that term.

## Graduating with Honors

Students who complete the PMBA Program with a cumulative grade point average of 3.85 will receive the distinction of graduating with honors.

## Grades

Grades are reported as follows:

A: indicates consistently excellent work

B: indicates work of the quality normally expected of a graduate student

C: indicates work that is below the quality expected in graduate study

F: indicates work that is unacceptable in graduate level of study

I: Incomplete indicates that the student and instructor have agreed that outstanding work will be completed and the grade changed to A, B, C or F by the mid-term point of the following term

W: Withdrawal

X: Nonattendance

N: Audit

CR, NCR: credit or no credit may only be assigned for specifically designated courses.

Grades A, B, and C may be modified by a plus or minus as appropriate.

## MBA Student Code of Academic Honesty

A primary goal of Crummer Graduate School of Business MBA students is to obtain a high quality graduate education

that includes, in addition to important managerial skills, intellectual achievement, personal development, social responsibility, and high ethical and moral standards.

New students recognize that the value of their degree depends on the quality of the academic program, on the quality of faculty and fellow students, on the fairness of their grades, and on a learning environment in which high standards of ethics and honesty prevail. For an academic community to thrive in an environment of learning and free exchange of ideas, ethical conduct is inseparable from wisdom. Faculty and students affirm the value of academic honesty and accept the responsibility to maintain an environment in which academic dishonesty of any type shall not be tolerated.

Students of the Crummer Graduate School of Business subscribe to a code of academic honesty and affirm that they will not participate in plagiarism, cheating, violation of test policies, or complicity in dishonest behavior, nor will they tolerate in their midst students who violate this code. As a reminder of this affirmation, students shall sign a statement indicating that the work presented for classes is their own and that they have neither received nor given any help or information during examinations.





## INTENSIVE COURSES

### MBA 501 Management Analysis

This course provides management analysis skills that are preparatory for graduate course work at the Crummer School. The skills taught during the course are covered through the utilization of a comprehensive case about a major corporation. Skills covered include computer software (spreadsheets & word processing), group skills, presentation skills, and case analysis. The course ends with a team presentation to faculty and fellow students.

### MBA 503 Legal, Ethical and Social Issues of Business

As Cicero said in his *De Officiis* in 44 B.C., "To everyone who proposes to have a good career, moral philosophy is indispensable." This course is offered with a commitment to this belief. We also believe that the study of ethics, especially in its application to the world of practical affairs, is perhaps more urgent today than it has ever been in the history of our civilization. Alarms have sounded from numerous ideological camps warning us of the ethical insensitivity which is dehumanizing our existence. We must not allow this to happen; we must dedicate ourselves to searching for a moral point of view on which to base our present and future decision making. It is our hope that a study of the ethical issues discussed in this class will assist in this crucial transition and lead to an environment in which the activities of business and the needs of a humane society can be harmonized.

## CORE COURSES

*Nine core courses are required of all MBA students. These courses may not be exempted.*

### ACC 501 Financial Accounting

Corporate financial reporting for external users of financial statements is covered. This course examines the form and content of financial statements and the methods used to account for assets, liabilities, capital, fund flows, and other information reported in conformity with accounting principles.

### ACC 502 Managerial Accounting

Internal reporting for managerial decision making is the focus of this course. Management planning and control techniques, basic cost analysis, capital budgeting, and quantitative application are covered.

*Prerequisite:* ACC 501

### ECO 503 Economics for Managers

This course covers the application of economic reasoning and analysis of issues faced by the practicing manager. Macroeconomics, which deals with the operation of the entire system, and microeconomics, which focuses on the decision made within an individual firm, are both covered.

### FIN 502 Financial Management

This course provides the opportunity to learn financial principles through the discussion of the functions of financial management. Various tools available to assist financial managers in making decisions are also discussed and applied to case analyses. Specific topics include working capital management, capital budgeting, capital structure management, and financial analysis and planning.

### INT 501 Business in the Global Environment

This course is designed to familiarize students with recent developments in the international marketplace and acquaint them with how international business is conducted in a changing world economy. The study of international business is interdisciplinary, drawing from not only the core business disciplines, but additionally from the insights of anthropology, economics, history, law, political science, and sociology. Differing cultural, economic, financial, legal, political, and social environments

found in the international marketplace will also be examined. Class discussions will relate the theories of international business to the flow of trade and investment.

### MGT 501 Organizational Behavior

This course provides the foundation for understanding individual and group behavior and its application to problems faced by managers. Extensive use is made of experiential learning and cases by addressing the topics of leadership, motivation, communication, performance, stress, group dynamics, organizational structure, and organizational change.

### MKT 501 Marketing Management

This course is designed to develop the student's skill in analyzing and resolving marketing problems from the manager's perspective. The case discussion method, case reports, and presentations are used. The course covers the factors affecting consumer and industrial demand, the role of advertising, channels of distribution, market research, pricing, product policy, and other elements determining the character and structure of marketing programs.

### POM 503 Operations Management

This course discusses planning and control for manufacturing and service operations. Topics include operations analysis, quality management, inventory, waiting lines, linear programming, simulation, and project planning. Case studies are also used for applications.

*Prerequisite:* QBA 501

### QBA 501 Quantitative Business Analysis

Statistical and mathematical methods relating to management, marketing, economics, and finance are utilized. Topics include probability distributions, statistical estimation, hypothesis testing, regression analysis, sampling, time-series, and decision theory.

## ELECTIVE COURSES

*The prerequisite for the elective courses is the completion of the core courses. Selection of electives varies each term.*

### ACC 606 Financial Statement Analysis

This course enables advanced students to acquire a theoretical/empirical foundation linking market reaction to the disclosure of accounting information. The properties of accounting figures, investors' decision models, and the environment in which these decisions are made will be examined.

### ACC 607 Tax Concepts for Managers

This course is a study of the tax consequences of business transactions. Topics include dealing with the IRS, business property acquisition and sale, types of compensations, corporate activity and reorganization, executive planning, and tax shelters.

### ACC 608 Management Control Systems

Management control is the process by which management assures that the organization carries out its strategies effectively and efficiently. This course examines management control from an integrative perspective and draws heavily from managerial accounting, organizational theory and behavior, and financial management. Emphasis is on class discussion of readings and analysis of cases.

### ACC 609 Contemporary Financial Accounting

This course examines financial accounting and reporting through the use of oral and written presentation of assigned cases. The topics include asset valuation, revenue and liability recognition, financial statement analysis, and reporting issues. The purpose is to prepare the non-accounting manager to understand and use financial accounting information in decision making. This course is not designed for students with an extensive undergraduate accounting background.

### FIN 601 Advanced Financial Management

This case-oriented course examines special advanced topics in financial theory and analysis. Topics may be selected to reflect current issues in financial practice. Advanced analytical techniques may be required.

### FIN 602 Financial Institutions

This course analyzes problems unique to financial institutions such as commercial banks, savings and loan associations, and casualty and life insurance companies. Case studies are utilized to consider topics of raising capital, meeting regulatory requirements, formulating investment policies, and managing operations. This course also deals with the economic and social environments in which financial intermediaries operate.

### FIN 603 Investments

This course provides the student with a method of analyzing the broad spectrum of investments. Portfolio theory is used to examine risk/return of various investments. Attention also is directed to formulation of investment strategies, tax effects, and estate planning.

### FIN 605 Futures Markets

This course exposes the student to futures markets and their potential applications for attaining various business objectives. Case studies demonstrate how enterprises involved in the food, fiber, metal, forest products, and financial sectors of the economy could use futures contract buying or selling to their advantage.

### FIN 607 Mergers and Acquisitions

This course gives each participant a detailed understanding of mergers and acquisitions and related issues, including leveraged buyouts (LBOs), management buyouts (MBOs), and investment banking. The emphasis is highly applied in nature. Participants will study the workings of the market for corporate control and learn many tools, principles, and procedures associated with corporate finance.

### FIN 608 Real Estate Analysis

This course provides general information about how to analyze real estate opportunities, while also focusing on the principals of real estate development. Topics include the fundamentals of real estate development, taxation, financing, and management. Guest speakers, cases, and problems will be used to acquaint the student with the basics of real estate and then allow them to practice these principles by making real estate decisions.

### INT 601 International Management

This course addresses the issues and problems facing managers when firms conduct business with and within foreign countries. Topics include entry into foreign markets, operating problems and alternatives, and governmental relations of multinational companies.

### INT 602 International Marketing

This course assumes familiarity with general marketing management and utilizes this as a base to develop insights and understanding of international marketing. It relates the various economic, social, political, religious, and legal dimensions of the world to the marketplace.

### INT 604 Global Business Practicum

Designed to give students first-hand knowledge of business practices in other countries, this practicum covers virtually all the business disciplines. Teams of students define and investigate companies which have operations outside the U.S. The team then visits the company's overseas operations, gathering additional information through on-site visits, interviews, and discussions with other organizations. Upon returning to the U.S., students present their findings.



### MBA 609 Information Systems

This course provides an overview of computer information systems and management of these functions. The course introduces computer hardware, software, procedures, systems, and human resources, and explores their integration and application in private and public sectors. Computer exercises, cases, and readings are a major part of the course.

### MBA 610 Public Policy

This course examines diverse aspects of public administration, primarily at the state and local levels. Topics include public sector management, interaction of politics and economics, budget administration tax, expenditure and debt policies, and public sector accounting. Topics will be discussed in the framework of policy formulation, implementation, and evaluation. Field work is required.

### MGT 601 Labor Relations

Contemporary problems in collective bargaining, including federal and state laws governing the bargaining process, are discussed. Examination of recent court decisions will cover labor negotiations, arbitration, mediation, conciliation, grievance handling, union organization, and management techniques in negotiating the contract.

### MGT 602 Human Resources Management

This course covers functions and procedures of personnel management, including recruitment, selection, hiring procedures, job analysis, supervisor and employee training, work standards performance rating, wage and salary administration, discipline, career development, and promotion transfers.

### MGT 604 Venture Management

Problems and techniques in managing a small business enterprise are discussed. Emphasis is placed on the entrepreneur and decisions under conditions of uncertainty.

### MGT 607 Law for Managers

This course provides a comprehensive background of the economic and legal environment, from both a national and international perspective, along with ethical considerations and social and political influences as they affect such organizations. The course uses cases for the study of the legal, ethical, and social responsibilities of modern management.

### MGT 608 Competition & Strategy

This is a case-oriented, industrial economics-based treatment of industry structure, generic competitive strategies, the assessment of competitors and their actions and retaliations, and the nature of competition. This course separates and focuses on the critical assessment of broadly-gauged strategies by which to meet the threats of competitors. An analytical course, it provides the student significant opportunity to develop skills and analytic tools for managerial responsibilities.

### MGT 609 Management of Innovation

The purpose of this course is to enhance creative skills for application in individual and organizational problem-solving situations. The course is also designed to increase self-actualization levels for the purpose of strengthening individual contributions to the organization and for coping effectively with organizational complexities.

### MGT 610 Leadership

The purpose of the course is to understand the leadership process and techniques used to train leaders through a three-fold approach: reading the literature that describes experimental research and theory; analyzing cases of corporate leadership which require application of the appropriate leadership theory; and participation in experiential exercises that are used by those who engage in the profession of "leadership training."

### MGT 611 Negotiation

Negotiation is the art and science of settling conflicts and resolving problems through mutual agree-



ment. As conflict becomes a growth industry, the opportunity to negotiate abounds. This is a concept and applications course designed to increase students' competence, confidence, and satisfaction in dealing with a broad range of negotiating circumstances and roles. Classes consist of an examination of negotiation strategies and tactics and participation in practical exercises. The goal of the course is for students to develop a working concept of negotiation theory and acquire and practice useful skills.

### MKT 601 Marketing Research

Conception, planning, and performance of marketing research projects in order to provide an objective basis for marketing strategies are discussed. Topics include definition of research objectives, data sources, research design, interpretation of data, and evaluation of research proposals and results.

### MKT 602 Buyer Behavior

This course entails a review and evaluation of major theories of consumer behavior. Topics include market segmentation, consumer decision processes, group and individual influences on consumer behavior, and application to marketing management.

### MKT 603 Sales Management

This course develops analytical abilities by focusing on the decisions facing a sales force manager. Issues such as recruiting, training, organizing, compensating and motivating, territory design, and evaluation and control of a sales force are discussed.

### MKT 604 Promotion Management

This course concerns those decision makers who must conceive and execute the promotional strategy component of the marketing plan and thus involves strategic thinking about all aspects of marketing communication. These strategic decisions must be made on the basis of a valid understanding of consumer behavior and purchasing practices which are established by utilizing appropriate marketing research processes. The elements involved in an integrated promotional strategy are: advertising (both brand and corporate), sales promotion, personal selling, direct marketing, and public relations and publicity. This course will examine the various management aspects of each of these elements of promotional strategy.

### MKT 606 Marketing Strategy

This course focuses on strategy formulation by determining what marketing strategy can realistically accomplish, identifying factors that must be considered in developing strategies, setting realistic marketing objectives and organizing for successful strategy implementation.

### MKT 607 Services Marketing

An understanding of basic marketing principles and purchase behavior provides the foundation for discussion of marketing strategies by for-profit and non-profit organizations involved in the development and distribution of services and services offered in conjunction with products for consumers and businesses. Evaluation of service quality and the marketing effectiveness of service-oriented organizations will be emphasized.

### MKT 608 Business to Business Marketing

In recent years, there has been a recognition that business-to-business marketing is not driven by traditional consumer business methods but has its own practices and complexities. This course is built around three key concepts: (1) managing new and growth products/services, (2) managing product/service diversity, and (3) managing mature products/services. The course will have a balance of text and case materials which work together to provide the student with a complete understanding of the unique aspects of marketing in the highly competitive business-to-business arena.

### POM 602 Service Operations Marketing

As the service industry grows, so does the potential for service operation problems. This case study course deals with the analysis of operational problems inherent in service-oriented businesses. Service delivery systems in retailing, transportation, insurance, medicine, hospitality, and entertainment are among the service fields discussed. Relevant issues include quality, forecasting, scheduling systems, location, layout, and human resources.

### POM 603 Quality Management

A solid reading and lecture base in Quality Management and statistical Quality Control is supplemented with timely handouts, videos, tours, prominent business guest lecturers, and hands-on quality assessment of a local business operation. The latter is a total class project that enables a student, while gathering data, to spend time at the company being assessed.

### POM 604 Management Science Using Spreadsheets

This course presents applications of quantitative management science techniques to managerial problems, using the spreadsheet as the modeling language. Many analytical tools with rich mathematical foundation are becoming a part of today's managerial spreadsheets. Topics include the use of spreadsheet solvers (optimizers) for problems such as product mix, scheduling, network design, transportation planning, personnel assignment, cash planning, production planning, capital budgeting, project selection, inventory models, and project scheduling.

### POM 605 Computer Models for Operations Management

The primary objective of the course is to familiarize students with commercial software used in modeling problems found in managing the production and operations of industrial, service, and government organizations. The course emphasizes the use of commercial applications in areas such as project management, relational databases, graphical and statistical analysis of data, and discrete simulation. Students will also be exposed to useful software packages in forecasting and decision analysis.

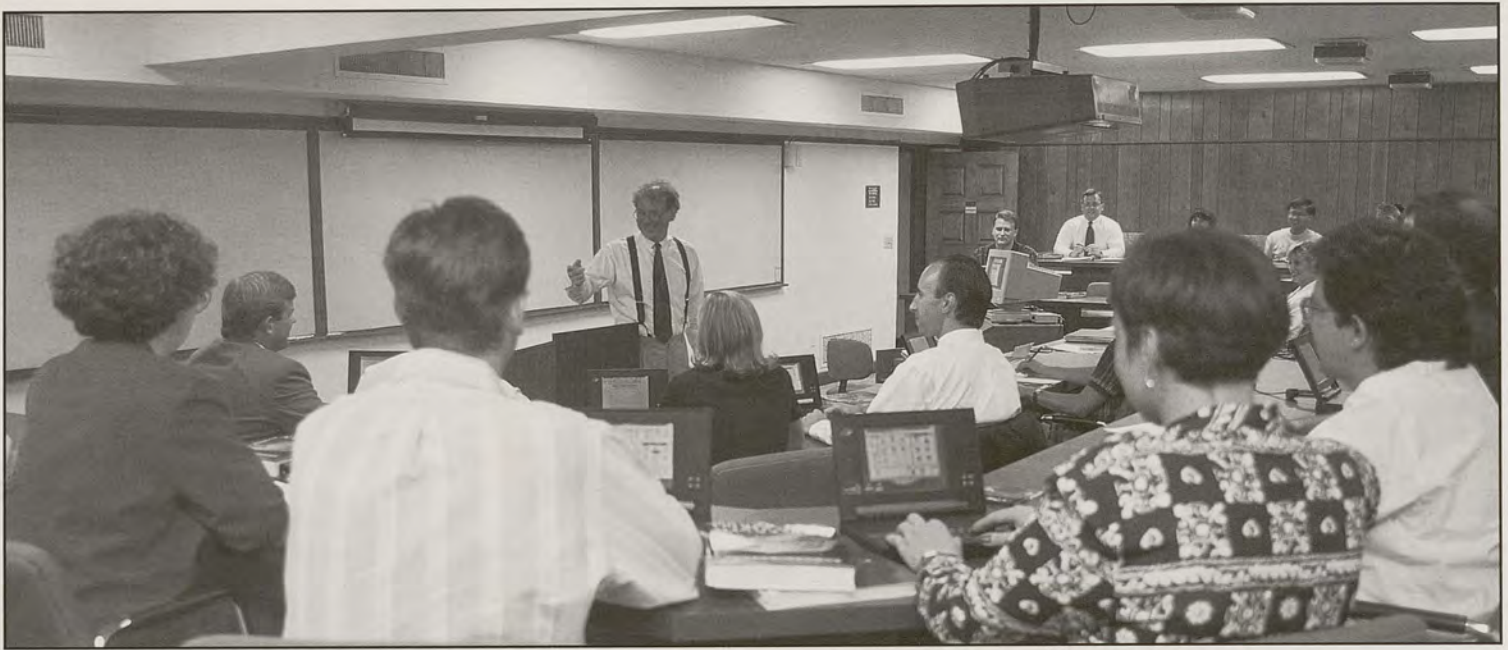
## INTEGRATING COURSE

*One integrating course is required of all degree candidates.*

### MGT 612 Management Policy

This course serves to integrate the disciplines of the various areas covered by the core courses. Taught primarily by the case method, it requires students to deal with the complex situations as the top executive decision maker.





## FACILITIES



he facilities of the Crummer School feature modern executive-style classrooms, an MBA student lounge, career services center, small group meeting rooms, and two computer labs.

Each of Crummer's executive classrooms is equipped with a color video projection system linked to both the local area network and a multimedia computer. These projectors enable professors to use sophisticated software and databases to illustrate and communicate complex ideas and data. Video teleconferencing capability permits executives from around the world to interact with students to enhance case discussions. Students use their notebook computers extensively in the classroom for management decision-making exercises and presentations.

Video recorders and cameras are available in classrooms for recording and playback of presentations. Computer-supported presentation graphics are also available in each classroom, enabling both professors and students to create professional multimedia presentations.

Crummer students also enjoy access to Rollins College facilities, including the state-of-the-art Olin Library, which houses the Crummer Library collection and provides an ideal environment for individual and group study.

Recreational facilities include a lakeside swimming pool, tennis courts, and athletic fields. Students can participate in water sports, such as sailing and waterskiing, and crew racing on Lake Maitland.

The Crummer School also plans to add a 14,000-square-foot Executive Education Center to the Crummer Building, housing the Executive MBA Program and non-credit executive programs. Participants from around the world will attend these programs, which will further promote the quality of the Crummer School to a worldwide audience of executives.



The Olin Library at Rollins College.



## FACULTY

### CAROL H. ANDERSON

Professor of Marketing  
B.S. Cornell University  
M.Ed. University of Houston  
M.B.A. Texas A&M University  
Ph.D. Texas A&M University

Dr. Anderson previously taught at Southern Illinois University-Carbondale, Texas A&M, and the University of Houston. Her research and publication efforts are focused on the areas of marketing and retail management, services marketing, entrepreneurship, and marketing education. Dr. Anderson has published numerous articles in leading academic journals and serves on the editorial review boards of several professional journals. She has written a textbook, *Retailing: Strategy, Concepts and Information*. Dr. Anderson is involved in several professional associations, including past president of the Midwest Marketing Association and vice president of the Midwest Business Administration Association. She received the SIU College of Business and Administration Outstanding Undergraduate Teacher Award for five consecutive years, and the SIU University-wide Outstanding Undergraduate Teacher Award in 1989.

### CHARLES H. BRANDON

Professor of Accounting  
B.S. Florida State University  
M.S. Florida State University  
Ph.D. University of Georgia

Dr. Brandon has served on the faculties at the University of Central Florida, the City University of New York, the University of Rhode Island, and the University of Missouri. He received his Ph.D. in accounting and business in 1972, and is certified as a public accountant in the state of Florida. Dr. Brandon has published extensively in the fields of accounting and management science. He also serves as a consultant in business valuations to many businesses and law firms.

### SAMUEL C. CERTO

Professor of Management  
B.B.A. University of Cincinnati  
M.B.A. Ohio University  
Ph.D. Ohio University

Dr. Certo served on the faculties at Ohio University, the University of Hawaii, and Indiana State University. He has published several widely accepted textbooks, including *Principles of Modern Management, Business and Strategic Management: Concepts and Applications*, *Supervision: Quality and Diversity Through Leadership*, and *Human Relations: Concepts and Skills*. Among his professional distinctions, Dr. Certo has received the Excellence in Leadership Award from the Management Education and Development Division of the Academy of Management and has served as president of the Association for Business Simulation and Experiential Learning. Professor Certo has also served as associate editor of *Simulation and Games* and as a member of the Review Board of the Academy of Management Review. He is a consulting editor for Prentice Hall Publishing Company and is a management consultant to major corporations.



### MICHAEL A. CIPOLLARO

Executive-in-Residence  
B.S. Georgetown University  
M.S. The Johns Hopkins University

Mr. Cipollaro is an international executive with 30 years experience in Asia, Europe, and Latin America for three consumer products companies: CPC International, Inc., McCormick & Company, and Gerber Products Company. Most recently he served as president of the International Division of Gerber Products Company, a \$1.2 billion public company. He is active as both an entrepreneur and a consultant to companies expanding their international businesses.

### DAVID M. CURRIE

Associate Professor of Economics & Finance  
B.S. University of Florida  
M.B.A. University of Southern California  
Ph.D. University of Southern California

Having previously served on the faculties of Stetson University and the University of Tennessee, Dr. Currie joined the Crummer faculty in 1980. His publications and research focus on corporate finance and public sector finance. He has served as a member of the Winter Park City Commission, and he is a small business owner.

### RALPH DRITINA

Professor of Accounting & Management  
B.S. Florida State University  
M.B.A. Florida State University  
Ph.D. Ohio State University

Dr. Drtina specializes in the use of accounting by managers for decision making and control purposes. Before joining the Crummer School in 1984, he served on the faculty of Lehigh University. Professor Drtina has held visiting academic appointments in Spain and the Virgin Islands, and he was a Fulbright Scholar on the African island-nation of Mauritius. He brings to the classroom a varied financial background that includes work experience with CPA firms, family-held businesses, Fortune 500 companies, non-profit organizations, and government agencies. Professor Drtina has published extensively in such leading professional journals of business and accounting as the *Accounting Review*, *California Management Review*, *Journal of Accounting, Auditing and Finance*, and *Management Accounting*.



**JAMES P. GILBERT**

Associate Professor of Operations Research  
B.S. Bowling Green State University  
M.B.A. Western Illinois University  
Ph.D. University of Nebraska - Lincoln

Dr. Gilbert joined the Crummer School having taught at the Terry College of Business at the University of Georgia and at Western Illinois University. His areas of expertise include just-in-time management, total quality management, and the development of efficient manufacturing systems. Dr. Gilbert has received numerous teaching awards, including the MBA Teacher of the Year Award, the Department of Management Faculty Teaching Award, and is a Lilly Teaching Fellow. He has also taught outside of the U.S., teaching Contemporary Quality Management at the Institut d'Administration des Entreprises, University Jean Moulin, in Lyon, France. Dr. Gilbert is the Operations Management Division chair for the Academy of Management from 1996-1997.

**THEODORE T. HERBERT**

Professor of Management  
B.B.A. Georgia State University  
M.B.A. Georgia State University  
D.B.A. Georgia State University

Dr. Herbert is a Fellow of the Academy of Management and of the Southern Management Association. He has published a reference book (named an "Outstanding Academic Book" by *Choice* magazine), four textbooks in several editions, and over 60 articles and research monographs. His previous teaching posts include the University of North Carolina at Chapel Hill, Concordia University in Montreal, and the University of Texas. His research in strategic management, multinational corporate governance, management education, and executive decision processes has been presented in over 100 papers before leading international academic and professional societies. He served as chair of the Management Education and Development Division of the Academy of Management, strategic management program chair and member of the Board of Directors of the Southern Management Association, state vice president of the Association of Management, and vice president and member of the Board of Directors of the Planning Executives Institute (Montreal). Dr. Herbert serves as consultant to large and small businesses and non-profit organizations on strategy issues, competitive strategy, and strategic planning.

**JAMES M. HIGGINS**

Professor of Management  
B.B.A. Emory University  
M.P.A. Georgia State University  
Ph.D. Georgia State University

Dr. Higgins has a bachelor's degree and a master's degree in accounting and a doctorate in management. He came to the Crummer School after teaching at Auburn University. Since 1973, he has been a management consultant to major businesses where he works primarily in strategic planning, corporate innovation, and leadership training. He has written six textbooks on management, business strategy, and organizational behavior, including the bestselling *The Management Challenge*, and the 5th edition of the

widely used *Strategic Management: Text and Cases*. He recently completed two tradebooks, *Innovate or Evaporate* and *101 Creative Problem Solving Techniques*.

**MARK W. JOHNSTON**

Professor of Marketing  
B.B.A. Western Illinois University  
M.B.A. Western Illinois University  
Ph.D. Texas A&M University

Dr. Johnston previously taught at Texas A&M and Louisiana State University. He has published extensively on a variety of marketing topics. Most of his research focuses on the topics of sales force effectiveness, salesperson motivation, CEO priorities, and employee turnover in business organizations. He is a member of the American Marketing Association and serves on the editorial review boards for the *Journal of the Academy of Marketing Science* and the *Journal of Personal Selling and Sales Management*. Dr. Johnston is also noted for his expertise in teaching seminars on a variety of sales force issues as well as international marketing topics. He has worked with a number of multinational corporations, including Ford, Bayer Chemical, and Daimler-Benz.

**SERGE MATULICH**

Professor of Accounting  
B.S. California State University  
Ph.D. University of California - Berkeley

Dr. Matulich previously served on the faculties of Indiana University, University of California at Berkeley, and Texas Christian University. He is a certified public accountant and a certified cost analyst. Dr. Matulich is a member of three honorary academic fraternities and holder of several teaching excellence awards. He has written textbooks on financial accounting, managerial accounting, and cost accounting, and has published numerous study guides, technical papers, practice sets, and research papers in academic and professional journals. Dr. Matulich manages two investment trusts, serves as director on the boards of several corporations, and is an active consultant. He is actively involved in Crummer programs in Eastern Europe.

**CRAIG M. McALLASTER**

Director, Executive MBA Program  
B.A. University of Arizona  
M.S. Alfred University  
M.A. Columbia University  
Ed.D. Columbia University

Dr. McAllaster's background spans industry and academia. He spent over ten years in the consumer services and electronics industry. Dr. McAllaster has been on the faculty at Cornell University and the University of Central Florida. While at Cornell's Johnson Graduate School of Management, he taught in executive development programs and was also the director of Executive Education. Dr. McAllaster is a frequent program faculty member and guest speaker in a number of management and executive programs. He has spoken and published numerous articles in the areas of influence, leadership, consulting skills, and changing organizational culture. Dr. McAllaster is a consultant to a wide variety of domestic and international companies. Some of his consulting clients include Mobil, United

Newspapers, McNeal Consumer Products, American Cyanamid, IBM, and Caleb Brett.

**EDWARD A. MOSES**

Dean and Barnett Banks Professor of Finance  
B.S. University of Pennsylvania  
M.B.A. University of Georgia  
Ph.D. University of Georgia

Dr. Moses has taught at the University of Georgia, Georgia State, University of Tulsa, and the University of Central Florida. He was the dean of the College of Business at the University of North Florida. He was selected as Professor of the Year in the College of Business at the University of Tulsa. Dr. Moses has been president of the Eastern Finance Association and Southern Finance Association. He is the author of six textbooks and has published numerous articles in the leading finance journals. He has served as a consultant to a number of firms and has served on the faculty of the Stonier Graduate School of Banking. He currently serves on the faculty of the Graduate School of Banking of the South.

**DONALD R. PLANE**

Professor of Management Science  
M.E. University of Cincinnati  
M.B.S. Indiana University  
D.B.A. Indiana University

Before joining the Crummer School faculty, Dr. Plane served as chair of the Division of Management Science and Information Systems at the University of Colorado. He was also on the faculty of the United States Air Force Academy. He has published six textbooks and many journal articles. In 1978, Dr. Plane was selected as a Fulbright Professor. Professor Plane received the Innovative Teaching Award from the Southern Business Administration Association in 1985, 1988, 1990, and 1994. He is listed in *Who's Who In America*. Dr. Plane also received national recognition for educational innovation from the Decision Sciences Institute in 1985 and again in 1990.

**BARRY R. RENDER**

Charles Harwood Professor of Management Science  
B.S. Roosevelt University  
M.S. University of Cincinnati  
Ph.D. University of Cincinnati

Dr. Render, holder of the first endowed chair at the Crummer School, is author of over 100 articles and 10 textbooks, including the widely adopted *Production and Operations Management* (4th Ed.) and *Quantitative Analysis for Management* (5th Ed.). He is also the series editor for all decision sciences textbooks for Prentice Hall publishers. Before coming to Rollins, he taught at George Washington University, George Mason University, Boston University, and the University of New Orleans, and was Senior Fulbright Scholar in the Kingdom of Nepal. While at George Mason University, he held the G.M. Foundation Professorship of Decision Sciences, and was chairman of the decision science department. He was named an AACSB Fellow in 1978 and has worked in the aerospace industry for McDonnell Douglas, G.E., and NASA. His consulting clients include the Navy, FBI, Fairfax County (Virginia), and the Kenyan Ministry of Finance.



**MARTIN SCHATZ**

Professor of Management and Dean Emeritus  
B.S. University of Alabama  
M.B.A. University of Florida  
Ph.D. New York University

Dr. Schatz has been on the faculty of the Crummer School since 1979. He teaches courses in leadership, organizational behavior, and business policy. Before coming to Crummer, he was dean of the School of Business at the State University of New York, and served as associate and assistant dean at Adelphi University and NYU. He was dean of the Crummer School from 1979 to 1991. Trained as an engineer, Dr. Schatz spent several years working in the aerospace industry. He has been a director of several business and non-business organizations, and has published in the areas of engineering, management, and management education. He is listed in national and international editions of *Who's Who*.

**MARTIN STARR**

Distinguished Professor of Operations Management  
B.S. Massachusetts Institute of Technology  
M.S. Columbia University  
Ph.D. Columbia University

Dr. Starr is the author of over 15 textbooks and 80 articles in the fields of production and operations management, statistics, and decision-making for managers. As a professor in the Columbia University Graduate School of Business for over 30 years, Dr. Starr also served as director of the Center for the Study of Operations at Columbia. He has extensive experience making presentations in a variety of topics, from "Global Competitiveness" to "Managing Quality: Creating the Proper Environment." Dr. Starr has been president of both The Institute for Management Sciences (TIMS), of which he is also an honorary life member, and the Production and Operations Management Society (POMS). He has been editor-in-chief of *Management Science*, and is a member of Beta Gamma Sigma.

**JACK W. TRIFTS**

Professor of Finance  
B.B.A. University of New Brunswick  
M.B.A. Dalhousie University  
Ph.D. University of Florida

Dr. Trifts specializes in corporate finance and investment banking. His research, published in several of the most prestigious finance journals, has concentrated on mergers, acquisitions, and restructurings in both the banking and non-financial sectors. Dr. Trifts has won a number of teaching awards both at Crummer and at the University of South Carolina, where he was previously a faculty member. He has taught financial management in executive development programs for a number of Fortune 500 firms. Dr. Trifts also works extensively as a volunteer in the fund distribution process for the Heart of Florida United Way.

**E. Theodore Veit**

Professor of Finance  
B.S. Marietta College  
M.S. University of Arkansas  
Ph.D. University of Arkansas

Dr. Veit has extensive experience in the investments field as an investment advisor. He holds the designation of Chartered Financial Analyst and participates in writing CFA exams for the Association for Investment Management and Research. His academic background includes teaching and research appointments at the University of Arkansas, West Virginia University, and the University of Central Florida. He has taught courses in Prague (Czech Republic), Budapest (Hungary), and O'Porto (Portugal). Dr. Veit is a past president of the Academy of Financial Services. He has published a textbook on financial management and numerous journal articles.

**Julian W. Vincze**

Professor of Marketing  
B.S. University of Montana  
M.B.A. University of W. Ontario  
Ph.D. Bradford University (England)

Dr. Vincze has co-written seven text books, and written several textbook chapters and numerous business cases and articles in the fields of strategic management and marketing management. Dr. Vincze's experience includes more than 25 years of graduate teaching as well as industrial experience in the United States, Canada, and Europe. Since joining the faculty of Rollins College in 1977, he has been active in several professional associations. Dr. Vincze served as national program chairman and member of the Board of Governors for the Academy of Marketing Science (AMS). He has also served as vice president of the Case Clearing Center for the North American Case Research Association (NACRA).





*“We are committed to educational excellence at Rollins College. The Crummer Graduate School of Business is an integral part of the college, and we are proud of the national reputation the program has achieved. The faculty of the Crummer School have designed an excellent curriculum, which is supported by their superior teaching skills and innovative methods of instruction. We admit talented students and, consequently, have an outstanding body of alumni. The Crummer School is a quality graduate business program that prepares its students for success in the business world.”*

A handwritten signature in dark ink, reading "Rita Bornstein".

Rita Bornstein, Ph.D.  
President, Rollins College







1996-1999

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